

**THE WHITE HOUSE
WASHINGTON**

December 7, 2005

NATIONAL SECURITY PRESIDENTIAL DIRECTIVE/NSPD-44

MEMORANDUM FOR THE VICE PRESIDENT

THE SECRETARY OF STATE
THE SECRETARY OF THE TREASURY
THE SECRETARY OF DEFENSE
THE ATTORNEY GENERAL
THE SECRETARY OF AGRICULTURE
THE SECRETARY OF COMMERCE
THE SECRETARY OF HEALTH AND HUMAN SERVICES
THE SECRETARY OF TRANSPORTATION
THE SECRETARY OF ENERGY
THE SECRETARY OF HOMELAND SECURITY
CHIEF OF STAFF TO THE PRESIDENT
DIRECTOR, OFFICE OF MANAGEMENT AND BUDGET
DIRECTOR OF NATIONAL INTELLIGENCE
ASSISTANT TO THE PRESIDENT FOR NATIONAL SECURITY AFFAIRS
ASSISTANT TO THE PRESIDENT AND COUNSEL TO THE PRESIDENT
ADMINISTRATOR, AGENCY FOR INTERNATIONAL DEVELOPMENT
CHAIRMAN, JOINT CHIEFS OF STAFF

**SUBJECT: Management of Interagency Efforts Concerning Reconstruction and
Stabilization
Introduction**

The purpose of this Directive is to promote the security of the United States through improved coordination, planning, and implementation for reconstruction and stabilization assistance for foreign states and regions at risk of, in, or in transition from conflict or civil strife.

Policy

The United States has a significant stake in enhancing the capacity to assist in stabilizing and reconstructing countries or regions, especially those at risk of, in, or in transition from conflict or civil strife, and to help them establish a sustainable path toward peaceful societies, democracies, and market economies. The United States should work with other countries and organizations to anticipate state failure, avoid it whenever possible, and respond quickly and effectively when necessary and appropriate to promote peace, security, development, democratic practices, market economies, and the rule of law. Such work should aim to enable governments abroad to exercise sovereignty over their own territories and to prevent those territories from being used as a base of operations or safe

haven for extremists, terrorists, organized crime groups, or others who pose a threat to U.S. foreign policy, security, or economic interests.

Responsibilities of the Department of State

Need for Coordinated U.S. Efforts. To achieve maximum effect, a focal point is needed (i) to coordinate and strengthen efforts of the United States Government to prepare, plan for, and conduct reconstruction and stabilization assistance and related activities in a range of situations that require the response capabilities of multiple United States Government entities and (ii) to harmonize such efforts with U.S. military plans and operations. The relevant situations include complex emergencies and transitions, failing states, failed states, and environments across the spectrum of conflict, particularly those involving transitions from peacekeeping and other military interventions. The response to these crises will include among others, activities relating to internal security, governance and participation, social and economic well-being, and justice and reconciliation.

Coordination. The Secretary of State shall coordinate and lead integrated United States Government efforts, involving all U.S. Departments and Agencies with relevant capabilities, to prepare, plan for, and conduct stabilization and reconstruction activities. The Secretary of State shall coordinate such efforts with the Secretary of Defense to ensure harmonization with any planned or ongoing U.S. military operations across the spectrum of conflict. Support relationships among elements of the United States Government will depend on the particular situation being addressed.

To achieve the objectives of this Directive, the Secretary of State shall be responsible for the following functions and may direct the Coordinator for Reconstruction and Stabilization ("Coordinator") to assist the Secretary to:

1. Develop and approve strategies, with respect to U.S. foreign assistance and foreign economic cooperation, for reconstruction and stabilization activities directed towards foreign states at risk of, in, or in transition from conflict or civil strife;
2. Ensure program and policy coordination among Departments and Agencies of the United States Government in carrying out the policies set forth in the Foreign Assistance Act of 1961, the Arms Export Control Act, and other relevant assistance laws, as well as section 408 of the Departments of Commerce, Justice, and State, the Judiciary and related Agencies and Appropriations Act, 2005, with respect to such states;
3. Coordinate interagency processes to identify states at risk of instability, lead interagency planning to prevent or mitigate conflict, and develop detailed contingency plans for integrated United States Government reconstruction and stabilization efforts for those states and regions and for widely applicable scenarios, which are integrated with military contingency plans, where appropriate;
4. Provide United States Government decision makers with detailed options for an integrated United States Government response in connection with specific

- reconstruction and stabilization operations including to recommend when to establish a limited-time PCC-level group to focus on a country or region facing major reconstruction and stabilization challenges;
5. Coordinate United States Government responses for reconstruction and stabilization with the Secretary of Defense to ensure harmonization with any planned or ongoing U.S. military operations, including peacekeeping missions, at the planning and implementation phases; develop guiding precepts and implementation procedures for reconstruction and stabilization which, where appropriate, may be integrated with military contingency plans and doctrine;
 6. Coordinate reconstruction and stabilization activities and preventative strategies with foreign countries, international and regional organizations, nongovernmental organizations, and private sector entities with capabilities that can contribute to such efforts provided that the Secretary of the Treasury shall lead coordination with the international financial institutions and multilateral financing bodies and shall facilitate the Secretary of State's stabilization and reconstruction work with respect to these institutions and bodies;
 7. As appropriate, work with people and organizations, including in expatriate and foreign communities, with relevant ties, expertise, or knowledge related to countries in which the United States may conduct stabilization and reconstruction activities;
 8. Develop strategies to build partnership security capacity abroad and seek to maximize nongovernmental and international resources for reconstruction and stabilization activities;
 9. Lead United States Government development of a strong civilian response capability including necessary surge capabilities; analyze, formulate, and recommend additional authorities, mechanisms, and resources needed to ensure that the United States has the civilian reserve and response capabilities necessary for stabilization and reconstruction activities to respond quickly and effectively;
 10. Identify lessons learned and integrate them into operations;
 11. Resolve relevant policy, program, and funding disputes among United States Government Departments and Agencies with respect to U.S. foreign assistance and foreign economic cooperation, related to reconstruction and stabilization consistent with the Office of Management and Budget's budget and policy coordination functions; and
 12. When necessary, identify appropriate issues for resolution or action through the NSC interagency process in accordance with [NSPD-1](#). Such issues would include the establishment of a PCC-level group as described in sub-paragraph (4) above.

Responsibilities of Other Executive Departments and Agencies

To enable the Secretary of State to carry out the responsibilities in this directive and to support stabilization and reconstruction activities and requirements with necessary resources, Executive Departments and Agencies whose programs and personnel may be able to assist in addressing the relevant challenges will:

1. Coordinate with S/CRS during budget formulation for relevant reconstruction and stabilization activities prior to submission to OMB and the Congress or as required to coordinate reconstruction and stabilization activities;
2. Identify, develop, and provide the Coordinator with relevant information on capabilities and assets;
3. Identify and develop internal capabilities for planning and for resource and program management that can be mobilized in response to crises;
4. Identify within each agency current and former civilian employees skilled in crisis response, including employees employed by contract, and establish under each agency's authorities mechanisms to reassign or reemploy skilled personnel (including by contract) and mobilize associated resources rapidly in response to crises;
5. Assist in identifying situations of concern, developing action and contingency plans, responding to crises that occur, assessing lessons learned, and undertaking other efforts and initiatives to ensure a coordinated U.S. response and effective international reconstruction and stabilization efforts;
6. Designate appropriate senior United States Government officials and government experts as points of contact to participate in relevant task forces, planning processes, gaming exercises, training, after action reviews, and other essential tasks; and
7. Make available personnel on a non-reimbursable basis, as appropriate and feasible, to work as part of the Office of Reconstruction and Stabilization and develop plans for additional personnel exchanges, as appropriate, across departments and agencies to increase interoperability for stabilization and reconstruction operations.

Coordination between the Secretary of State and the Secretary of Defense

The Secretaries of State and Defense will integrate stabilization and reconstruction contingency plans with military contingency plans when relevant and appropriate. The Secretaries of State and Defense will develop a general framework for fully coordinating stabilization and reconstruction activities and military operations at all levels where appropriate.

Within the scope of this NSPD, and in order to maintain clear accountability and responsibility for any given contingency response or stabilization and reconstruction mission, lead and supporting responsibilities for agencies and departments will be designated using the mechanism outlined in [NSPD-1](#). These lead and supporting relationships will be re-designated as transitions are required.

Policy Coordination Committee

I hereby establish a Policy Coordination Committee (PCC) for Reconstruction and Stabilization Operations. The PCC will be chaired by the Coordinator for Reconstruction and Stabilization and a designated member of the NSC staff. The PCC shall include representatives in accordance with [NSPD-1](#).

Nothing in this directive shall be construed to impair or otherwise affect the authority of the Director of the Office of Management and Budget relating to budget, administrative, or legislative proposals. In addition, this Directive is not intended to, and does not: (1) affect the authority of the Secretary of Defense or the command relationships established for the Armed Forces of the United States; (2) affect the DNI's and D/CIA's authorities under title 50 of US Code; (3) affect the authority of the President's Special Coordinator for International Disaster Assistance under Section 493 of the Foreign Assistance Act of 1961, as amended; and , (4) create any right or benefit, substantive or procedural, enforceable at law or in equity, by a party against the United States, its departments, agencies, entities, instrumentalities, its officers or employees, or any other person.

This directive supersedes [Presidential Decision Directive/NSC 56](#), May 20, 1997, "Managing Complex Contingency Operations."

[signed:] George W. Bush